



# Louisiana Human Capital Handbook

*Introduction and Data*

*November 14*



# Session Outcomes

- Learn about the Louisiana Human Capital Handbook
- Learn about the USCHA Puzzle Pieces
- Learn why data is important and what data readiness means
- Learn how to set up the strategy
- Learn about the USHCA Power Metrics
- Learn where to find related tools and resources

# USHCA Background

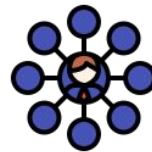
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A national nonprofit founded in 2011, we develop, support, and network human capital leaders in schools, districts, and states to drive measurable improvements in teacher and principal quality focused on 3 key areas:



## 1. Taking Your HR Team to the Next Level

- HR/HC Assessment
- Learning Experiences
- HR Policies & Practices
- HC Data Analysis



## 2. Supporting Your Principals

- Principals HC Network
- HR Partner Role
- Principals' HC Data



## 3. Creating a Great State Environment for Talent

- State HR/HC Assessment
- State Capacity Building

# Human Capital is the Key Lever in Schools

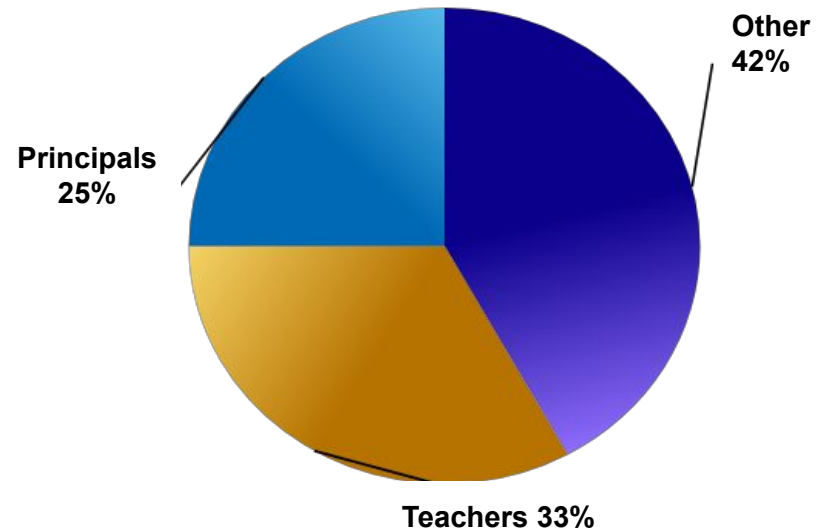
## **Effectiveness Matters**

*Difference between 3 consecutive years of effective teachers vs. ineffective = 52 percentage points*

## **Money Matters**

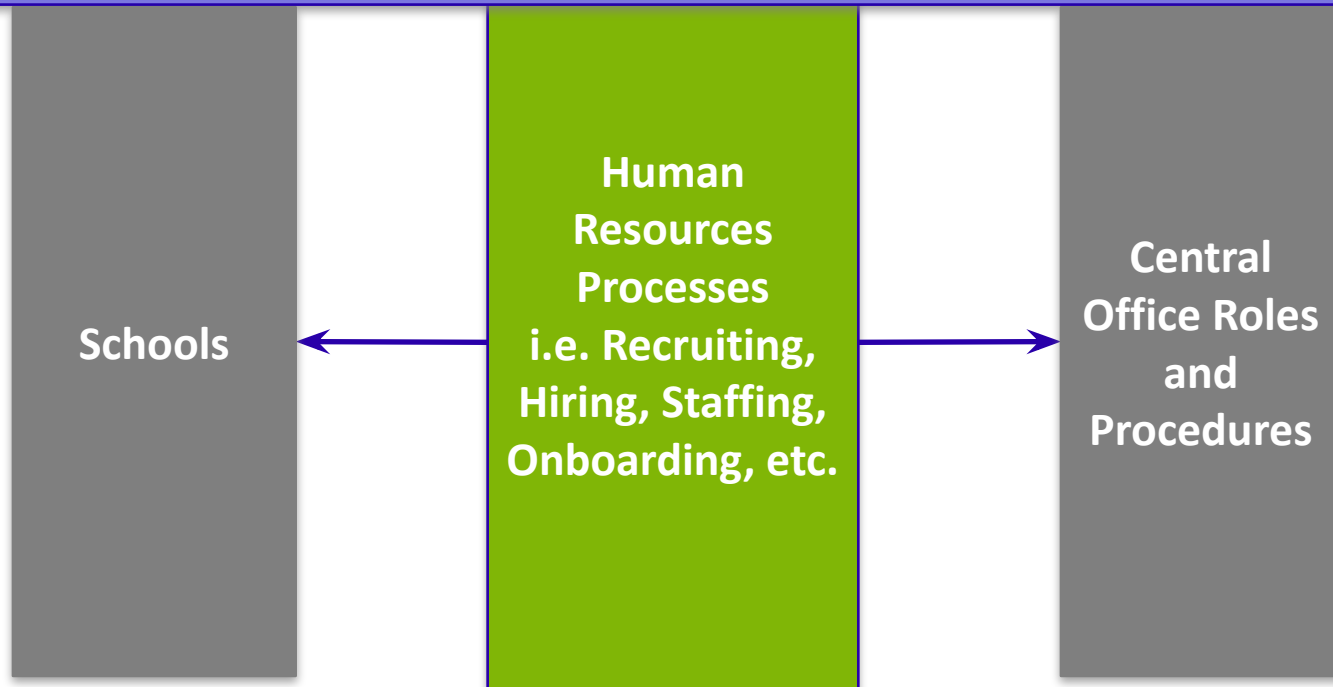
*~85% of school system budgets = **PEOPLE***

### School-based Factors Impacting Student Achievement



# The Language of “HC” and “HR”

Human Capital Management Responsibilities Span the Entire Organization



# Stop & Reflect

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Type into the chat or share verbally

**Do you consider your office to be more HR or HC? Why?**



# Human Capital Handbook Overview

**Purpose:** *To provide relevant knowledge that school systems can use to implement a strategic Human Capital (HC) approach to ensure that school systems have a quality workforce, particularly effective teachers and principals*



Summary Overview



Why is this work important



Important Data Points



Key Steps to Take



Story of Impact

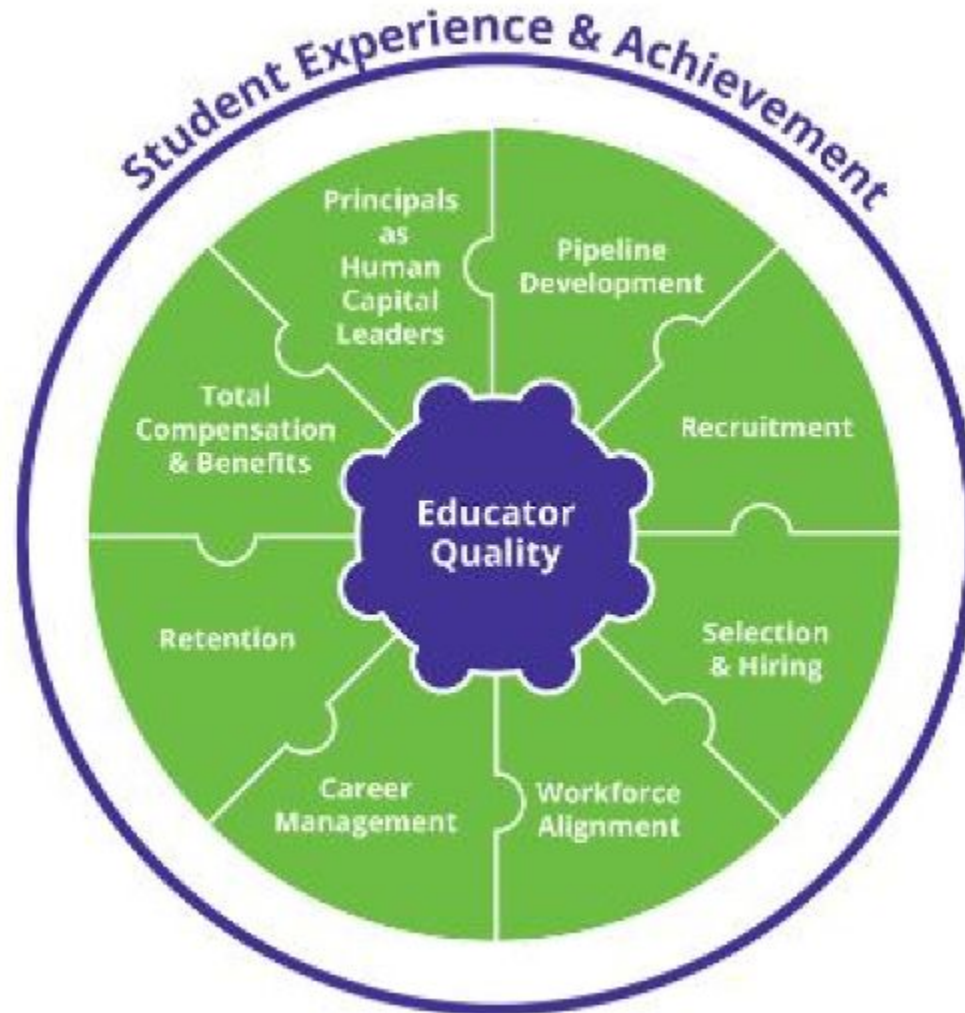
# Human Capital Handbook Chapters

Chapter	Content
1	Introduction
2	Using data to drive decision-making
3	Recruiting strategies
4	Hiring & selection (includes projection analysis)
5	New Teacher Support & Induction
6	Principal as Human Capital Leader
7	Retention & Career Management Strategies
8	Sustainable Staffing Strategies
9	Cycle of Driving Improvement





# Puzzle Pieces: The Strategic Work of HR



# Pipeline Development

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**Provides the organization a deeper, more aligned candidate pool via a variety of effective, streamlined/simple/direct, and low/no cost pathways for candidates.**



## KEY ACTIONS

- Analyze historical data & current trends to build & scale effective pipelines
- Continue dialogue with Academics & Principals to understand current pipelines & new workforce needs
- Create/partner to offer multiple pathways into roles, such as Residencies & Grow Your Own
- Leverage available funding to create quicker and low/no-cost pathways to key roles
- Advocate at the state level to create additional certification flexibilities
- Prioritize internal candidates & local community members in pipeline programs



## KEY MINDSETS

- Active pipeline creation over passive reliance on traditional Schools of Education programs
- Compensated clinical experiences as the norm rather than the exception
- Openness to new partners, that may not be local

# Recruitment

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**Ensures quality candidates for open and upcoming vacancies via a proactive, personalized, data-driven approach.**



## KEY ACTIONS

- Project annual recruitment needs - by role and location - to understand where to focus your resources
- Create the organization's unique value proposition as a great place to work & grow your career
- Source diverse candidates proactively from various pipelines to apply for open vacancies
- Design & review the entire recruitment experience to prioritize candidate and hiring manager experience
- Leverage technology and data to create a personalized candidate experience
- Incentivize referrals & provide tools to non-HR staff to support recruitment efforts



## KEY MINDSETS

- Valuing potential, regardless of preparation
- Everyone is a recruiter
- Valuing a candidate's time and effort; candidate is a key customer
- Active rather than passive recruitment

# Selection & Hiring

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**Secures strong candidates early and quickly by supporting hiring managers in decision-making and onboarding.**



## KEY ACTIONS

- Design a clear, speedy, simple hiring process - with documented roles, responsibilities, timelines, and criteria
- Provide tools and templates for hiring committees
- Facilitate early hiring - i.e., creating incentives for early resignations, offering early contracts & creating policies that mitigate late turnover
- Ensure no forced placements into high need schools; monitor for disparate impacts
- Analyze key hiring metrics - month hired, time to fill, acceptances - to drive improvements



## KEY MINDSETS

- HR enables effective hiring, rather than a gatekeeper of who can be hired
- Overhiring is not an error but a strategy
- Mutual consent is overarching goal in hiring

# Workforce Alignment

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**Optimizes the distribution of the workforce to flexibly meet the evolving needs of students, staff and schools**



## KEY ACTIONS

- Analyze staffing patterns, in addition to sub fill rates
- Examine how HR's practices may help/hinder equitable access to educators
- Negotiate labor agreements that provide maximum flexibility in staffing
- Design incentives to attract & retain staff to high needs schools and positions
- Build flexible positions that allow employees to work part-time, job share, extend their reach, etc.
- Redesign employee roles to focus on employee's core strengths and expertise



## KEY MINDSETS

- HR can influence desired behavior with its policies and practices
- Flexibility is essential

# Career Management

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**Creates meaningful pathways and opportunities for effective employees to grow and advance within the organization**



## KEY ACTIONS

- Create clear criteria for performance in each role
- Design and proactively share well-defined opportunities for development and growth with employees
- Make advancement opportunities and flexibilities available earlier for high performers
- Survey employees periodically on current and future career management opportunities
- Provide support to principals to improve or nonrenew/ terminate low performers (including attendance issues)
- Intentional development and support for early career educators



## KEY MINDSETS

- Employees can guide their own career when clear options exist
- Managing careers requires latitude rather than a one-size-fits- all approach

# Retention

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**Reduces voluntary turnover by intentionally engaging employees to design solutions that will work for them**



## KEY ACTIONS

- Analyze attrition data annually by employee type/effectiveness/characteristics to inform strategies
- Survey effective employees on what keeps them - or what made them leave - to design customized system and school-level solutions
- Partner with principals/ managers to hold “stay” conversations with the strongest employees
- Examine HR policies that may exacerbate turnover - like late transfer windows
- Prioritize strategies to retain of employees of color and employees in areas of high need



## KEY MINDSETS

- Retention in the organization is more important than retention in role
- Some people are more important to retain than others
- Reset retention expectations to align with shifting longevity of careers

# Total Compensation and Benefits

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**Provides a competitive advantage to attract and retain employees via a comprehensive compensation and benefits package**



## KEY ACTIONS

- Conduct compensation assessments periodically to benchmark district against surrounding districts & other local employers
- Expand benefits employees value such as wellness-focused initiatives, professional flexibility, remote work, teaming, and other structures
- Provide differentiated compensation & benefits to employees in high need areas and high need schools
- Use longevity bonuses at key points linked to turnover for employees in high-need schools/subject areas



## KEY MINDSETS

- You're competing against all local employers, not just other school systems
- Education is not insulated from broader market & workplace shifts



# Principals as HC Leaders

## Supports principals in building high-performing teams



### KEY ACTIONS

- Provide key talent data reports (e.g. hiring trends, retention, attendance) and key research to inform principal HC decisions
- Define and communicate most critical talent actions for principals monthly
- Hold periodic meetings with principals to proactively plan for staffing needs, understand talent priorities and accelerate hiring
- Customize HR services based on principal and school needs
- Provide tools, templates, and resources to principals to support them in their talent work (e.g. capacity building workshops on recruitment, retention, hiring, new hire support)
- Analyze and get feedback from principals on HR policies, practices, and service to make improvements



### KEY MINDSETS

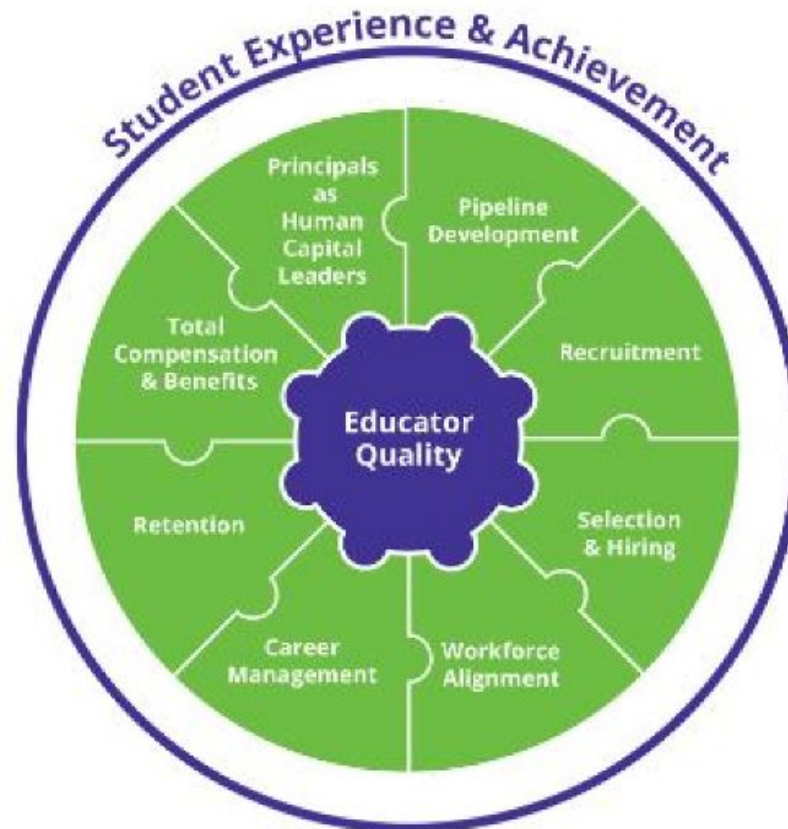
- HR's role is to enable a principal's instructional vision via talent alignment
- Principals are key customers of HR and HR needs to know them and understand their needs

# Reflection & Questions

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Type into the chat

What puzzle pieces are your focus area for this year?



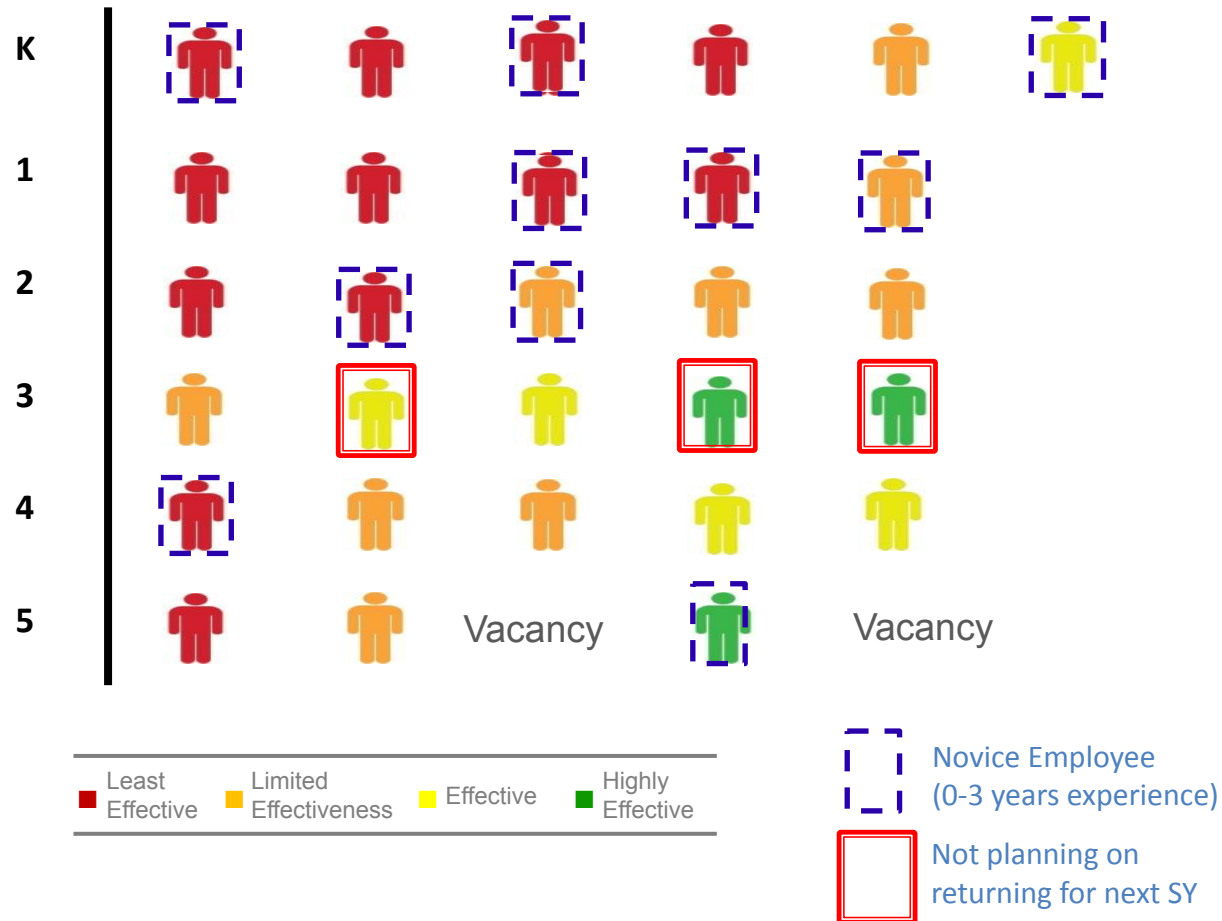
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# Using Data as part of your Human Capital strategy

*What gets measured gets managed - Drucker*

# + Visualizing Data

*Via Chat, please share your observations with this information*



# + Data Available in EdLink

The screenshot shows the EdLink Staff dashboard. The top navigation bar includes 'Staff', 'Early Childhood Staff', and 'Educator Workforce' (which is circled in red). Below this, there are menu items: 'Staff Overview', 'Staff Search', 'Average Salary', 'Staff Attendance', 'Staff Retainment', and 'Staff Qualifications'. On the left, there is a 'Filter Data' dropdown menu with options for 'District' and 'School'.

The following graphs are available on the Educator Workforce dashboard:

- Teachers who are Out-of-Field or Uncertified by Year & School Letter Grade
- Classes Taught by Out-of-Field or Uncertified Teachers by School Year
- Teacher Departure Rate by Year (Site, District, State)
- How has the average salary of our teachers and leaders changed over time?
- What is the average performance and demand pay for our teachers?
- How experienced are our departing teachers?
- Resident and Mentor Teachers
- Performance Demand Pay Appendix
- Vacancy Dashboard

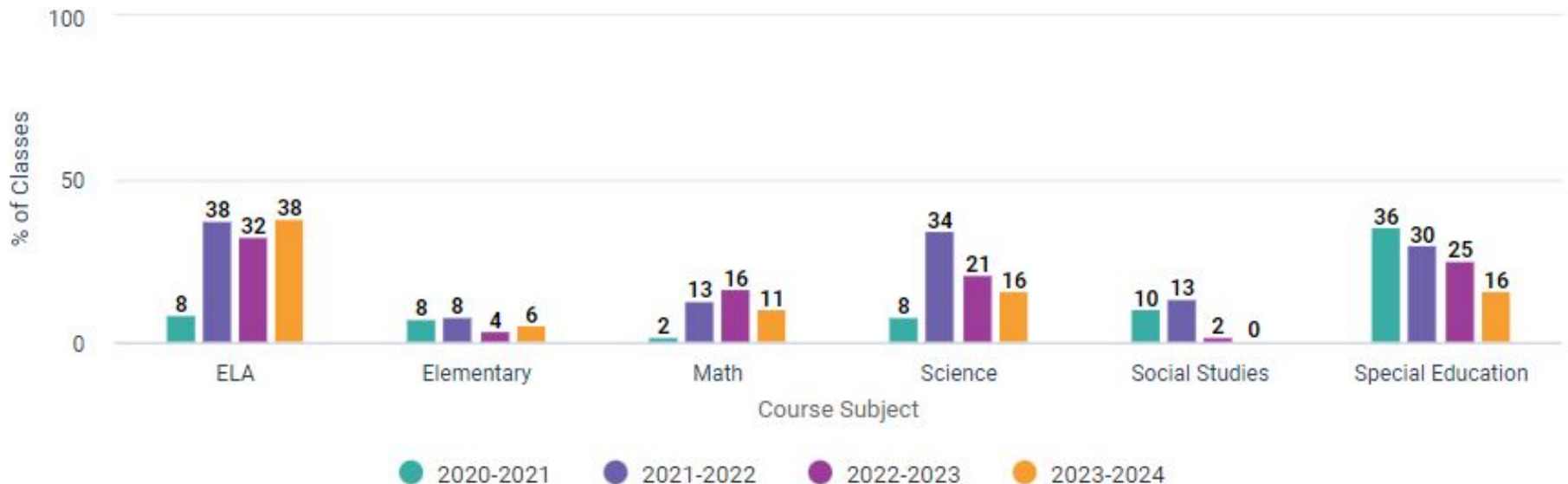


# Data Available in EdLink

Classes Taught by Out-of-Field Teachers by School Year



Any class taught by a teacher certified in a different area over a four-year period.





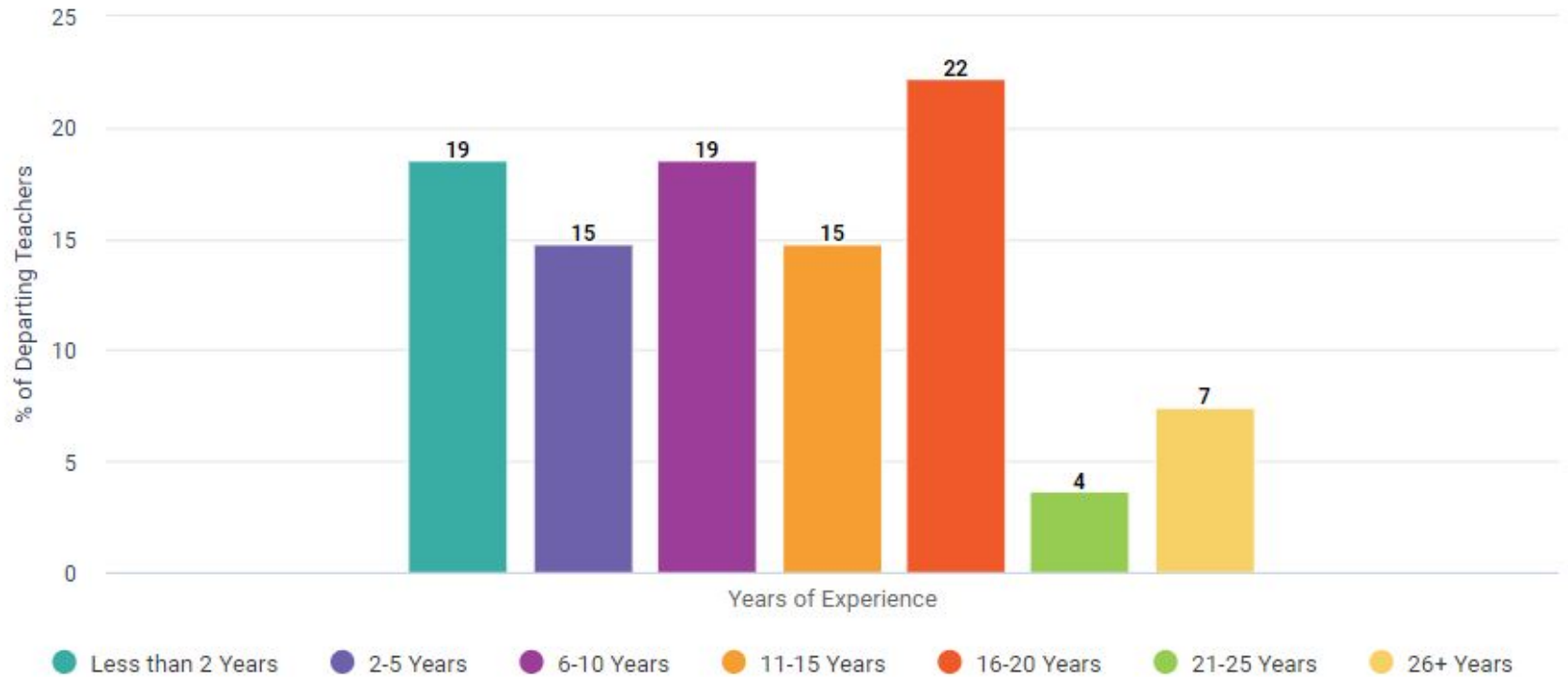
# Data Available in EdLink

How experienced are our departing teachers?



Teacher Departure Rates by Years of Experience

2022-2023



# + Why is Data Important?

*“The most serious mistakes are not being made as a result of wrong answers. The truly dangerous thing is asking the wrong question.” – Peter Drucker*

- Data doesn't lie – it objectively shows areas of strength and growth
- Data shows the results of a team's efforts – and can encourage a change in strategy, if needed
- Measuring HR's contribution and improvement to the workforce over time shows the impact of HR's work on students

**IMPORTANT**



# + What is Data Readiness?

## Measuring the “Right” Work

- Data Readiness refers to a team's readiness to use data to drive decision-making
- Data Readiness involves:
  - Systems & Processes to capture, connect, and report data reliably
  - People Capacity to fully leverage HC data
  - Sharing & Distribution with key stakeholders and support on how to use data
  - Accountability of teams based on data
  - Culture of Use to make small and large decisions

# Data Foundations

## Critical Questions Underlying the Key Work of HR

To understand HR's impact, HR must be able to answer key foundational questions:

- Who are your effective teachers and principals?
- Which are your highest-need schools / subjects?
- How satisfied are your key customers?

# Building Data into Your Routines

## Best Practices

- Share 1-2 relevant data points in every meeting
- Build them into your district's scorecard / dashboards
- Link metrics to individual and team goals
- Facilitate a step-back once per year to review all data and choose one area for accelerated improvement
- Create a data calendar of when key data should be collected and shared

***What gets measured gets managed.***  
- Drucker



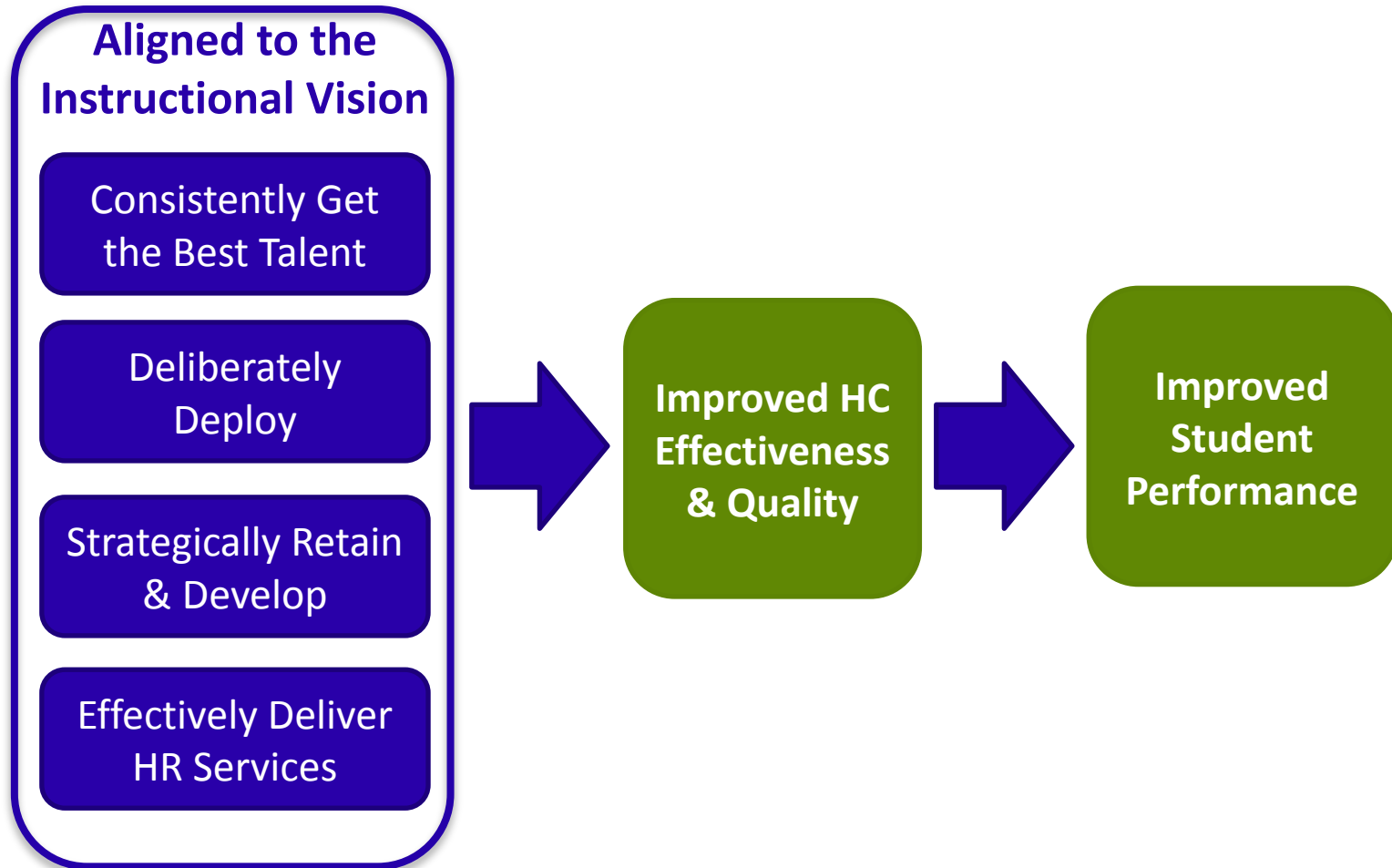
# Data Conversations

## Some Ideas

1. What do we notice? Where do we see **strengths? Opportunities for growth?**
2. What **patterns or themes** do we see? Similarities and differences?
3. What factors might **explain** what we see in the data?
4. What does this data **prompt us to change?**
5. **Who else** needs to see this data?
6. What **other data** do we want to see to explore this further?

# + USHCA Theory of Action

## Best People = Best Results





## So What Data Matters?

***Find and keep the best teachers & principals for our system***

<b>Consistently Get the Best Talent</b>	Data on hiring/development targets, recruitment, hiring, and selection of new hires
<b>Deliberately Deploy</b>	How equitably teachers and leaders are assigned at the system and school level
<b>Strategically retain and develop</b>	How teachers and leaders are being evaluated, developed, promoted and retained
<b>Effectively deliver HR services</b>	Satisfaction of human capital managers, and the timeliness/accuracy of services

# + What do we need to know?



Who are our effective teachers and principals?

How are we supporting our highest-needs schools and students?

How satisfied are our key customers?

# + Using Data to Support Your Work

**Know What Data Matter**

**Engage Stakeholders with  
Data**

**Build a Data-Driven Culture**

- **Link to Your Strategy**
- **Unpack Complexities in Data by School**
- **Share Data**
- **Start with Decisions Users Need to Make**
- **Empower a Data Lead**
- **Produce Timely and Routine Data**



# + In Summary: Setting Up the HR Data Strategy

1. Establish a Human Capital Data Strategy and identify the data that matters most; this should include considering longer term analytical questions that may guide district policy over time
2. Collect data and develop data reports that allow you to better understand what's happening
3. Analyze data and interpret results using a variety of strategies: What Happened? Why?
4. Engage stakeholders
5. Build a culture of data
6. Prepare for Possible Challenges in Data Analysis and don't overcomplicate your use of data

# + Keep in Mind

## Things to Remember



- Collect and analyze data based on key questions you have or decisions that need to be made
- Share data with key stakeholders
- Data can be both quantitative and qualitative
  - use focus groups or open-ended surveys to gain additional insight



# Part IV: Tools You Can Use



## HumanResourcesinEducation.

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Want more information? Interested in working with us? Contact us at [info@theushca.org](mailto:info@theushca.org).

**District Site** **State Site**

Strategic HR to recruit & retain the best teachers and principals for best student results

Find resources, tools & more

Examples: teacher recruitment, job descriptions, metrics

**Visioning & Assessing** Planning & Organizing Implementing Strategies Reference Materials

Metrics and tools to drive visioning, planning and organizing

Recruiting and retaining the most effective principals and teachers at every public school across our nation is the core mission of the Urban Schools Human Capital Academy. Throughout this website, those leading Human Capital work will find promising resources to help you on this journey.

“Be strategic by abandoning work that does not help improve the quality of the workforce and starting human resources services that truly make an impact.”

–Elizabeth Arons, USHCA CEO

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Puzzle Pieces  
Key Work  
The Key Power Metrics  
**Using Data**

tools to drive visioning and organizing

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### Guide My Learning

What would you like to explore today?

Select one of the following

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What would you like to explore today?

Select one of the following

# Accessing the Handbook

The [Human Capital Handbook](#) will be updated each month before the webinar with the chapter for that month.



# Webinar Schedule

**All webinars are scheduled for 10 - 11 a.m. on the following dates.**

Date	Content
11/14	Introduction/Using Data to Drive Decision-Making
12/12	Recruiting Strategies
1/9	Hiring & Selection (includes projection analysis)
2/6	New Teacher Support & Induction
3/5	Principal as Human Capital Leader
4/9	Retention & Career Management Strategies
5/7	Sustainable Staffing Strategies
6/11	Cycle of Driving Improvement



# Closing Reflection and Questions

Please share a key learning or takeaway



THANK YOU!

## Contact Information



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